MULTIMEDIA UNIVERSITY ™

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

MOL7323 – ORGANIZATIONAL LEARNING

(All sections / Groups)

31 MAY 2018
10.00 a.m. – 12.00 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 3 pages including cover page with 4 Questions only.
2. Answer **THREE** out of **FOUR** questions. **Question 1** is **compulsory**. The distribution of the marks for each question is given.
3. Please print all your answers in the answer Booklet provided.

Part A: Compulsory Question

Question 1 – 20%

Peter Senge has the special interest on decentralising the role of leadership in organisations in order to enhance the capacity of employees for an organisation. His book in 1990, *The Fifth Discipone: The art and practice of the learnng organisation* has become widely acclaimed. The following questions are related to his ideas on the fifth discipline.

a) According to Peter Senge, there are three important criteria (or ingredients) required to realise an organisation to be a learning organisation. What are these criteria? (6 marks)

b) Assume that you will be a leader to a large division of a governemnt agency. Explain how Peter Senge's five disciplines can guide you on creating a learning division where all the employees work together and effectively for the division. (10 marks, each discipline is 2 marks)

c) Defensive routine is found to be a barrier for team learning if it is not handled properly in organisations. Explain defensive routine, and how to overcome it. (4 marks)

Part B: Answer any two out of three questions only.

Question 2 – 10%

a) In this technological world, there is no longer to rely on being educated or trained to do a job for the whole career. Everyone needs to self-improve in the new and evolving world of work where jobs are changing all the time. Jane Hart (2018) proposed Employee Centred Learning and Development (ECLD) Model for staff development programme in modern workplaces. Explain the two main circular levels of this model, and the principles proposed for each level in order to create effective workplace professionals. (7 marks)

b) In her recent interview in Salzburg Global Seminar (2016), on "how do we spread knowledge" , why Nancy Dixon believes that conversation is better than presentation in learning organisations? Discuss. (3 marks)

Continued...

Question 3 – 10%

In this technological business world, information technology (IT) has created the impact of accelaration of events, and dynamic interactions in organisation. According to the theory of Responsive Organisational Dynamism (ROD), when a new emerging technology is introduced, there are two components that the technology will bring the change in the organisations.

a) What are the two components of change as highlighted in ROD, and how these two components affect on organisations, explain. (4 marks)

b) Provide two examples of technology integration in an organisation that you identified, explain about how the technology systems can contribute to the organisation. (2 marks, do provide any technology/IT system which are deemed suitable)

c) IT system, when introduced in an organisation, can be identified as the Driver or Supporter for the organisation. Define what is Driver and Supporter. Also discuss whether the technology introduced (in the previous sub-question, ie 3b), is a Driver or Supporter (or both) for the organisation. Provide your justifications. (4 marks)

Question 4 – 10%

ProQuest is a leading information company that connects people with reliable information and databases of research reports. In 2013, this company had grown to 1,500 for the number of employees through acquisition and mergers. ProQuest's *Research Solutions Dvision* offers online products for researchers, and the product development team consists of 30 employees divided into three sub-teams, which scattered from San Diega to Amsterdam.

The following questions are related to this case study, and how these three sub-teams from the company's Research Solutions Division learn together and work apart through some teaming routines for co-located team and virtual team. Based on this case study, answer the following questions.

a) What is a team and team routines (2 marks)

b) Explain any four *co-located* teaming routines for learning purposes as practised by ProQuest's *Research Solutions Dvision* (4 marks)

c) Explain any four *virtual* routines for team learning purposes as practised by ProQuest's *Research Solutions Dvision* (4 marks)

End of Paper